
MINISTRY OF REGIONAL AND ECONOMIC DEVELOPMENT

**ANNUAL REPORT
1990-91**



Province of British Columbia

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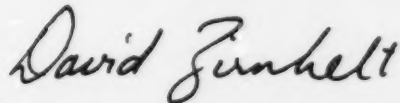
March 31, 1992

Honourable David C. Lam
Lieutenant-Governor
Province of British Columbia

May It Please Your Honour:

It is my pleasure to submit to you the annual report of the Ministry of Regional and Economic Development for the fiscal year ended March 31, 1991.

Sincerely,

A handwritten signature in black ink that reads "David Zirnvelt". The signature is written in a cursive style with a large, stylized 'D' and 'Z'.

David Zirnvelt
Minister of Economic Development,
Small Business and Trade
[formerly part of the Ministry of
Development, Trade and Tourism,
which incorporated the Ministry of
Regional and Economic Development]



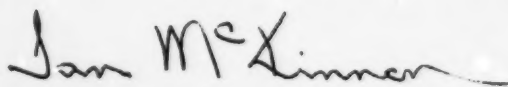
March 31, 1992

Honourable David Zirnhelt
Minister of Economic Development,
Small Business and Trade
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Mr. Zirnhelt:

I have the honour of submitting the annual report of the Ministry of Regional and Economic Development for the fiscal year ended March 31, 1991.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ian McKinnon", with a long horizontal flourish extending to the right.

Ian McKinnon
Deputy Minister
Ministry of Economic Development,
Small Business and Trade
[formerly part of the Ministry of
Development, Trade and Tourism
which incorporated the Ministry of
Regional and Economic Development]



**MINISTRY OF
REGIONAL AND ECONOMIC
DEVELOPMENT**

**ANNUAL REPORT
1990-91**

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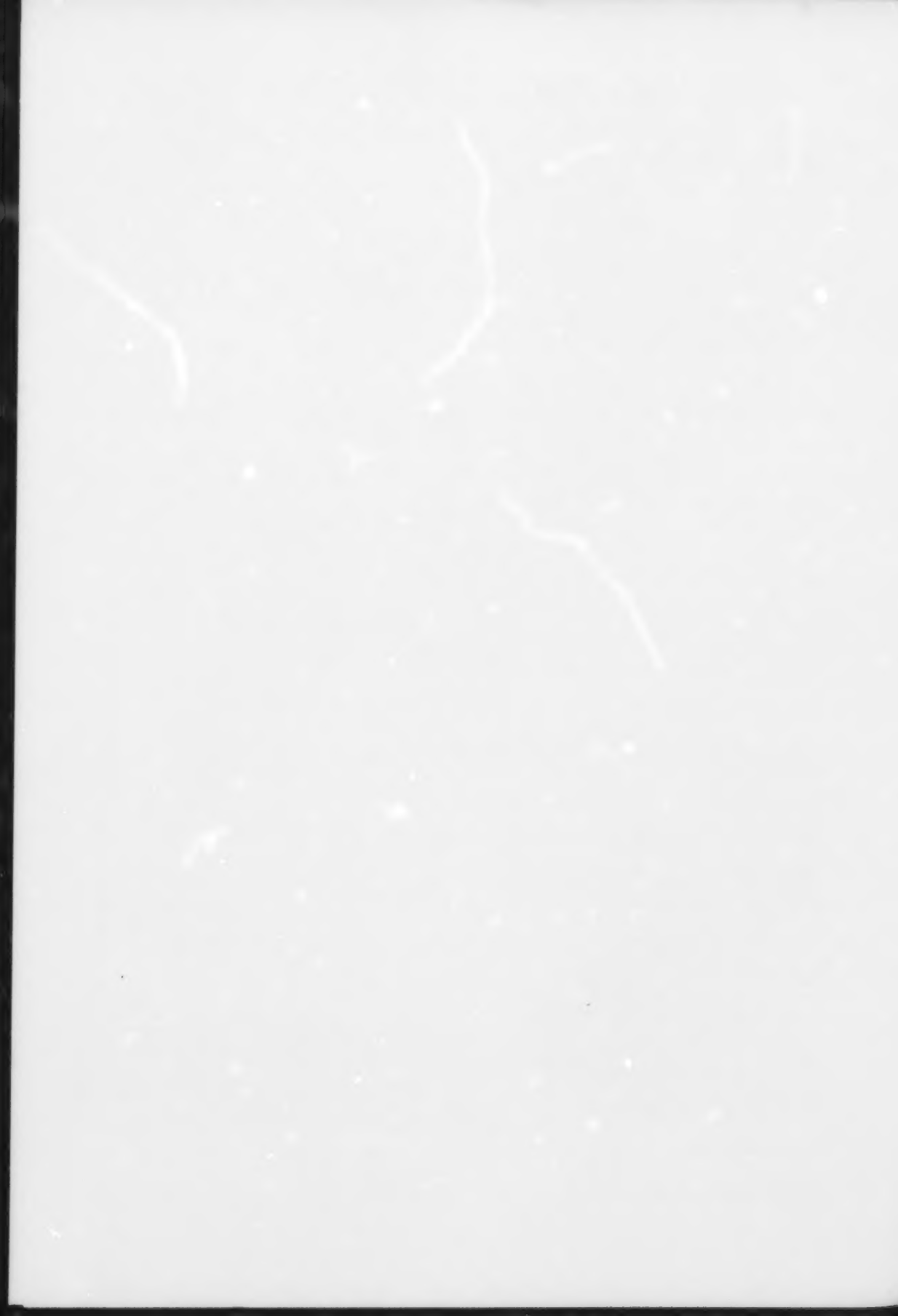
HIGHLIGHTS

- The ministry provided support services for 15 special projects and task forces, including the Clayoquot Sound Task Force, the Queen Charlotte Island Economic Development Initiative, the Kimberley Task Force and the Shipbuilding Action Group.
- Five projects, involving over \$1.2 billion in investment, were reviewed under the Major Project Review Process.
- Three strategic sectors—aerospace, pharmaceuticals and electronics—were researched and analysed, and strategy and policy advice was provided to cabinet.
- The B.C. Job Protection Commission was established to seek solutions to prevent business closures and job losses.
- The Small Business Advocate was established to represent the specific interests of the small business sector, within the provincial government, and to strengthen relationships with associations representing small business.
- The Government Agents Branch, which has over 60 local offices throughout the province, established periodic service to 12 other small B.C. communities. That branch also opened six more one-stop Access Centres, bringing to 12 the number of centres across B.C. now providing the public with one-stop access to government services.
- The Community Organizations for Economic Development (COED) Program funded over 150 local economic development projects to investigate potential areas of local diversification and economic growth.
- Over 2,600 people attended 23 Business Opportunities at Your Doorstep conferences held throughout B.C., while another 1,600 participants attended 27 economic development workshops sponsored by the Strong Communities in the 90s Program.
- Under Strong Communities in the 90s, 900 volunteers participated in community economic development projects.
- The Equity Capital Program reached a major milestone—under this program over \$100 million in equity capital has been raised.
- A businesswomen's advocate was appointed to assist women entrepreneurs to start and run their own businesses.
- Regional advisory councils and task forces held 338 meetings during the 1990-91 fiscal year. Over 750 volunteers worked on the identification, pursuit and implementation of regional issues and initiatives.
- Over 100 regional initiatives and projects were identified and pursued. These concerned economic and business development, health care services, transportation requirements, tourism, agricultural land use, Native concerns, wood-waste-to-energy conversion, and technology and innovation.



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MINISTRY OVERVIEW

1990-91

MINISTRY OVERVIEW

The Year in Review

The 1990-91 fiscal year was one of strength and achievement at the Ministry of Regional and Economic Development as it carried out its mandate to oversee the important business of regional and economic development and diversification throughout British Columbia.

As we entered the '90s, the provincial government reinforced its commitment to create and sustain a climate that encouraged economic development in *all* regions of the province.

During the 1990-91 fiscal year, the activities of the Ministry of Regional and Economic Development centred on that theme—*creating a climate for growth*. Accompanying the theme was the recognition that economic development must be sustainable—protection and maintenance of the environment must be built into every action we take.

Ministry policies, activities, programs and initiatives reflected the chosen theme throughout the year.

The ministry maintained its support of B.C. business, especially small business, during the 1990-91 fiscal year. Almost 400 firms were approved for more than \$5 million in start-up loan guarantees, creating approximately 1,625 jobs, and another 100 companies received a total of \$14 million in loans and loan guarantees, creating or maintaining over 3,000 jobs.

Not all of the ministry's support for small business was financial. Ministry staff spent countless hours in the creation and delivery of workshops, seminars, conferences, and trade shows designed to address the needs of budding entrepreneurs as well as those of owners and operators of existing businesses. And these events were backed up by the ongoing provision of information, consultation and advice.

Businesses within B.C. were further aided by the continued enhancement of provincial Business Info Centres, funded by the ministry and run by local chambers of commerce. These one-stop sources of business information are now found in over 80 B.C. communities.

The ministry also continued its support of local involvement in economic development and diversification through such programs, seminars and initiatives as Strong Communities in the 90s, Community Organizations for Economic Development, and Business Opportunities at Your Doorstep, as well as through participation in regional task forces and committees.

In recognition that maintaining a positive industrial climate is also of paramount importance to overall economic health, 16 major industrial projects received loans and loan guarantees totalling more than \$58 million, creating or preserving 1,400 jobs.

The ministry continued to inform potential out-of-province investors of B.C.'s advantageous and competitive business climate.

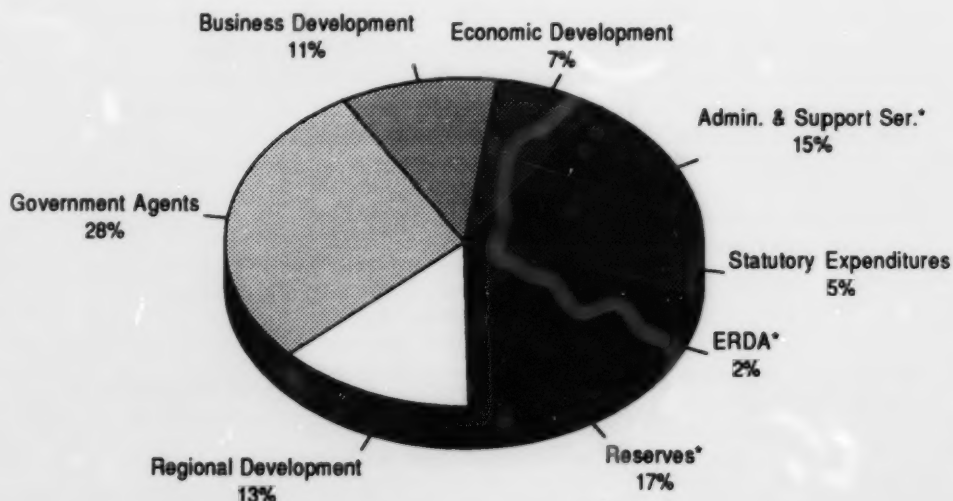
Specific initiatives to attract investment to the province had positive outcomes—a trade mission to the Hong Kong Trade and Investment Forum in May 1990 resulted in 35 leads which will produce an estimated five to 10 major investments valued at over \$30 million, and a Kootenay/Okanagan-to-Toronto marketing initiative in October 1990 resulted in plans for about 75 new investments totalling \$4 million for that region.

The year ended on a note of change for the Ministry of Regional and Economic Development. Just after the end of the fiscal year covered in this report, the ministry became part of the new Ministry of Development, Trade and Tourism.

Ministry of Regional and Economic Development

Total Expenditures - \$76,796,966

1990-91



* Economic and Regional Development Subsidiary Agreements

* Reserves for Doubtful Accounts

* Administration and Support Services

Ministry Profile

Mandate

During the 1990-91 fiscal year, the Ministry of Regional and Economic Development continued its dual mandate to promote environmentally sound economic growth and diversification, and to ensure access to government services in all regions of British Columbia.

Priorities

The major priorities of the ministry during the 1990-91 fiscal year were:

- To create a favorable environment in which small businesses can start up and thrive.
- To promote an understanding of the complexities of doing business in a small, open, commodity-based economy.
- To ensure that all regions of British Columbia have the same level of access to government services as is available in Vancouver and Victoria.
- To support and promote sustainable development and diversification in every region of the province by working together with all levels of government and the private sector.
- To be the lead government ministry on matters vital to the sustainable economic development of the province.
- To promote a leadership and management climate which fosters quality services to all clients, as well as challenging each employee to maximize his or her skills and abilities, to achieve the ministry's objectives.
- To represent British Columbia's interests in federal-provincial and interprovincial arrangements, and to ensure that the province receives equitable treatment in the disbursement of federal regional development diversification and procurement expenditures.
- To communicate the ministry's mandate, and to improve the level of awareness of ministry activities among employees and clients of the ministry.

Principles

In carrying out its mandate, the Ministry of Regional and Economic Development adhered to these principles:

- The ministry is receptive to change.
- The ministry plans and provides for employee development and participation.
- All employees have the right to be informed and involved to the degree that allows them to perform their jobs in a superior manner.

- Responsibility and authority should be delegated to the lowest possible level capable of discharging such responsibility, and the reporting relationships of each position should be clearly defined so that there is accountability for actions and for meeting performance standards.
- Every employee should have a job description and an annual performance evaluation.
- The organizational structure of the ministry should be simple and flexible, and should allow for necessary variations in individual work-unit requirements, functions and resources.
- The objectives of the ministry and its various units should be clearly defined and communicated to employees, industry and the general public.
- The ministry endeavours to provide superior service to all clients—citizens, business people, elected representatives or government ministries.

Business Functions

The ministry's business functions are:

■ Business Advocacy

The ministry actively represents the beneficial development of the British Columbia economy and the interests of the province's business community. It ensures that these interests are well-represented in the internal processes of government, in relations with the other provinces and the federal government, and in public forums of all kinds.

Effective advocacy is based on vigilance and understanding the process of economic growth, the climate favorable to business and the nature of competing interests.

■ Information and Advice for the Public and Business

The ministry provides information and advice to individuals and businesses to assist them in evaluating the potential for business start-up, expansion or relocation (to or within B.C.).

This information may be specific (such as how to develop a business, conduct market research, locate financing, obtain licences, or adhere to regulations) or more general (such as business and economic trends, regulatory and tax impacts, technological advancements, environmental concerns, or the political or labor climate).

This information and advice is provided across the province on an ongoing basis through Business Info

Centres (BICs), chambers of commerce, the B.C. Business Network (BCBN) computer database and ministry staff.

Information is also shared through such special events as trade shows and investment forums.

■ **Project Review, Facilitation and Management**

The ministry co-ordinates the review of all aspects of major development projects, co-ordinates the activities of agencies participating in such projects through the provision of financial incentives or infrastructures, and represents the interests of project proponents when institutional or regulatory obstacles are encountered.

The ministry co-administers, with the Ministry of Environment, the Major Project Review Process, which provides a framework for assessing the environmental and socio-economic impacts of major industrial projects.

■ **Deal-Seeking and Deal-Making**

The ministry identifies and conducts preliminary feasibility analyses of business opportunities at the community, regional and provincial level, evaluates business proposals seeking financial incentives, and consummates financial incentive agreements for desired projects.

Tools for providing financial incentives include loan guarantees, loans, tax credits for equity-generation purposes, inter-jurisdictional co-operation agreements, and services to match investors with businesses.

■ **Policy Development, Review and Advice to Cabinet**

The ministry reviews, develops and proposes policies and programs that will promote sustainable development, economic diversification and regionalization.

In addition, the ministry provides policy advice to cabinet on a wide variety of issues that can have an impact on economic development.

■ **Government Services to the Public and Other Ministries**

The ministry provides regional and community-level access to a wide array of provincial government programs and services offered by various ministries.

■ **Communications and Public Relations**

The ministry provides the general public, business, the media, special client groups, staff and public officials with

information on the ministry's mandate, programs, services, special initiatives and accomplishments.

■ **Management of Financial, Administrative, Personnel and Information System Services**

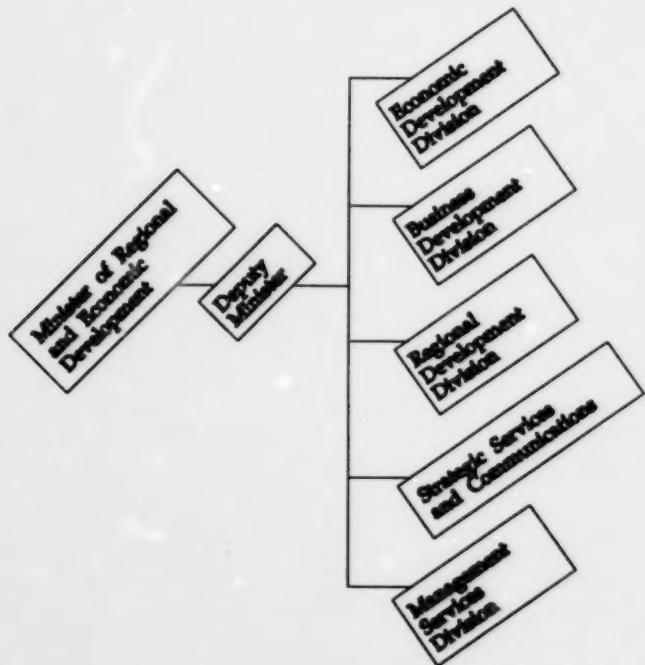
Financial, administrative, personnel and information system support are provided to ensure that the ministry can maximize its resources to meet its objectives. During the 1990-91 fiscal year, these services were also provided to three client ministries—Parks, Crown Lands and Native Affairs.

Structure

During the fiscal year 1990-91, the Ministry of Regional and Economic Development was organized into four divisions (Economic Development, Business Development, Regional Development, and Management Services) and one branch under the deputy minister's office (Strategic Services and Communications). Each was headed by an assistant deputy minister or executive director reporting directly to the deputy minister who, in turn, reported to the Minister of Regional and Economic Development.

Every division was organized into several branches or other administrative units, each headed by a director who reported to the assistant deputy minister responsible for that division.

Ministry of Regional and Economic Development





ECONOMIC DEVELOPMENT DIVISION

ECONOMIC DEVELOPMENT DIVISION

Goals and Functions

The Economic Development Division promotes the development and strengthens the competitiveness of emerging and traditional industries in British Columbia. Policy-making forms a major part of the division's work.

Communications policy is a primary responsibility, and the division provides advice to cabinet on industrial policy, provision of infrastructure, sustainable development and inter-governmental economic issues.

The division is also responsible for initiating negotiations and implementing agreements concerning the development of strategic industries whose needs fall outside the range of existing financial programs.

The main functions of the Economic Development Division are:

- industrial policy development;
- strategic industrial support and promotion;
- government-industry liaison;
- inter-governmental negotiations;
- regulatory interventions; and
- Major Project Review Process co-ordination.

The Economic Development Division provides a wide range of services to its various client groups. These services are detailed according to client group, as follows.

Business and Industry Clients

The division's business and industry clients include primary resource and heavy manufacturing industries (such as forest products, mining and transportation equipment) and emerging industries (such as aerospace, electronics, pharmaceuticals, biotechnology, computer software and communications).

The division fosters industrial development for these business and industry clients by:

- conducting preliminary feasibility analyses of potential business opportunities and marketing the most promising ventures;
- negotiating tailored assistance packages, including financial and infrastructure requirements;
- advancing economic opportunities when institutional, regulatory or procedural obstacles are encountered within any level of government;

- representing third-party interests in dispute resolution (for example, Native land claims); and
- working with project proponents and other participating agencies as a facilitator and broker to ensure that desirable projects proceed.

Government Clients

The division provides several specific services to government clients, cabinet and its committees. These are:

- assessing and developing policies and programs which promote sustainable development, economic diversification and regional growth;
- evaluating proposed major development projects and advising on requirements for financial incentives and infrastructure;
- administering, in partnership with the Ministry of Environment, the Major Project Review Process; and
- providing industrial perspective to other ministries, agencies and governments developing public policy, advice and programs that foster industrial growth and economic development objectives in British Columbia.

To provide policy advice on issues impacting economic development, the division:

- monitors general and sector-specific economic indicators, and technological and environmental trends;
- commissions or prepares special research studies; and
- drafts cabinet submissions and briefing notes on matters of specific interest to the division's clients.

General Public

The division serves the general public by:

- managing the ministry's library, which provides the general public with a wide range of historical, current and comprehensive information on economic, regional and industrial subjects;
- acting as an intervenor and advocate before regulatory agents of the federal government in the communications and transportation industries;
- acting as an advocate for the business sector, with respect to federal government policy and practices (such as procurement policy);
- providing research and background information on matters relating to industrial and economic development within the province and in export markets; and

- administering a communications grant program to extend distribution of communications services to rural and remote communities.

Division Highlights

- The division provided research, analysis, strategies and policy advice to cabinet on a number of topics, including:
 - plans for the development of strategic sectors (aerospace, pharmaceuticals and electronics); and
 - the Inter-governmental Agreement on Beer Trade Barriers.
- The division provided support services for 15 special projects and task forces, including:
 - the KAON project office;
 - the Shipbuilding Action Group, established to deal with the problems of the industry's overcapacity and lack of federal purchase commitments in the shipbuilding industry;
 - the Queen Charlotte Island Economic Development Initiative, a joint federal-provincial initiative promoting alternatives to logging on the Queen Charlotte Islands;
 - the Clayoquot Sound Task Force, a dispute resolution prototype designed to increase community involvement in resource-use decisions; and
 - the Kimberley Task Force, established to provide support to the community when its largest industry ceased operation.
- The division co-ordinated the review of five projects under the Major Project Review Process, involving over \$1.2 billion in investment.
- The division prepared 25 formal interventions before the Canadian Radio-television and Telecommunications Commission, with the aim of improving communications services, as well as reducing rates and the regulatory burden for users and suppliers of communications in British Columbia.
- The division disbursed over \$1 million in lottery grants for 19 projects to bring Knowledge Network and other television services to 67 communities with a combined population of over 22,000.
- The library responded to over 2,600 inquiries.

Organizational Structure

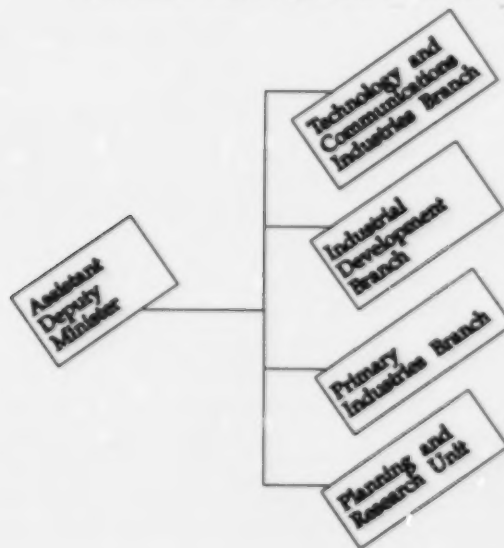
The organizational structure of the Economic Development Division changed over the course of the year.

Initially, there were four branches—the Communications Industry Branch, the Economic Diversification Branch, the Industrial Development and Policy Branch, and the Regional Planning and Infrastructure Branch. The division also included two other administrative units—Library Services and Special Projects.

The division was restructured to enhance efficiency, and by March 31, 1991, there were three branches and one administrative unit:

- the Technology and Communications Industries Branch;
- the Industrial Development Branch;
- the Primary Industries Branch; and
- the Planning and Research Unit, which includes Library Services.

Economic Development Division



Technology and Communications Industries Branch

(Formerly Communications Industry Branch and Economic Diversification Branch)

The Technology and Communications Industries Branch comprises two separate but related groups.

The Technology Group, located in Vancouver, formulates policies and strategies to promote the diversification of the provincial economy through development of advanced-technology and knowledge-based industries.

The Communications Industries Group, located in Victoria, works to increase the contributions made by telecommunications, broadcasting and related sectors to economic, social and cultural development in British Columbia.

To achieve their objectives, both groups work closely with individual businesses, industry associations and other agencies in the public and private sectors.

Major Activities and Achievements in 1990-91

- The Technology and Communications Industries Branch acted as an agent to secure funding for a major electronic microscope system project. Idacom Electronics Ltd. received a provincial government loan of \$800,000.
- In co-operation with the local aerospace industry, the branch prepared a comprehensive strategy for the development of the aerospace sector in British Columbia.
- To maximize economic development opportunities through the creative application of science and technology, the branch continued its ongoing participation in the Science Council of British Columbia's SPARK (Strategic Planning for the Application of Research and Knowledge) committees.
- The branch prepared an infrastructure strategy for the development of the province's electronics industry.
- The branch published the Directory of Pharmaceuticals Researchers in British Columbia and an investment promotion brochure.
- The branch assisted 22,000 people in 67 B.C. communities to gain access to the Knowledge Network and other television signals.
- To improve rates and service levels of regulated communications for British Columbians, the branch submitted 25 formal interventions to the Canadian Radio-television and Telecommunications Commission (CRTC).

Industrial Development Branch

The Industrial Development Branch develops policies and provides program advice in support of renewable resource-based industries such as forest products, fisheries and aquaculture, agri-food, and the emerging environmental industry.

Working closely with other branches and government agencies, the branch promotes investment in these industrial sectors and, where necessary, develops incentive packages for large-scale projects.

The branch also develops industrial policy and planning options to support environmentally sound economical development and diversification, and negotiates with the federal government and other provinces to advance British Columbia's economic development objectives.

Major Activities and Achievements in 1990-91

- To help protect 700 jobs, the Industrial Development Branch arranged a \$2.5-million provincial government loan guarantee for Evans Forest Products as part of an \$11.6-million financial restructuring package.
- The branch conducted detailed reviews of infrastructure needs for three pulp-and-paper projects under construction or consideration. The total investment value of these projects is over \$1 billion.
- Acting as a financial intermediary, the branch helped facilitate a Native logging and forestry enterprise in the Northern Interior.
- The branch identified new resource-based investment opportunities, including the manufacture of non-veneered panelboard from western red cedar sawmilling byproducts.
- In co-operation with 40 British Columbia environmental industry companies, the branch began work on an in-depth industry profile that will help promote the province's marketable products and licensable processes in this important growth sector.
- The branch represented industrial development interests in provincial land-use and environmental policy development initiatives such as the Old Growth Strategy, the Provincial Land-Use Strategy, the Green Plan Advisory Committee and Environment 2001.
- The branch served as official ministry liaison with the B.C. Round Table on the Environment and the Economy, providing services to the Sustainable Development Foundation, local round-table task forces and the Economy Core Group.
- The branch provided secretariat functions for the Clayoquot Sound Sustainable Development Task Force, and prepared the task force report for submission to cabinet for approval. After approval was received, secretariat functions were handed over to the Ministry of Environment for the next phase of the project.
- The Industrial Development Branch participated in screening projects to receive funding during 1991-92 from the Sustainable Environment Fund.
- In efforts to reduce interprovincial trade barriers, the branch co-ordinated provincial involvement in the

Western Ministers' Working Group on Diversification and the Committee of Ministers on Internal Trade.

- In conjunction with the Ministry of International Business and Immigration, the branch developed B.C.'s response to the proposed Inter-governmental Agreement on Beer Marketing Practices. The branch also reviewed the competitive position of the B.C. brewing industry.

Primary Industries Branch

The Primary Industries Branch develops policies, programs and special initiatives to support the mining, energy, smelting, refining, industrial chemical/petrochemical and transportation industries, and participates in their implementation.

The branch works closely with other agencies to promote and facilitate investment opportunities, enhance industrial competitiveness, and evaluate projects seeking government assistance.

The branch co-administers the Major Project Review Process (MPRP) with the Environmental Assessment Branch, Ministry of Environment. The MPRP was established to support the goal of environmentally sound economic growth by providing a mechanism through which major projects not covered by other review processes would be subject to detailed environmental and socio-economic impact assessment.

Major Activities and Achievements in 1990-91

- The Primary Industries Branch assisted the Shipbuilding Action Group to formulate plans for rationalizing the province's shipbuilding industry.
- The branch arranged a \$7.5-million provincial government loan guarantee for Versatile Pacific Shipyards Inc. to provide working capital to maintain operations and prepare for work on the super-ferry commissioned by the British Columbia Ferry Corporation.
- The branch completed feasibility studies and promotional packages for:
 - an electric-furnace steel mill;
 - a silicon metal smelter;
 - a copper smelter;
 - a ceramic-coating facility; and
 - an industrial mineral-processing facility.

- The Primary Industries Branch cost-shared the first phase of prefeasibility studies for a proposed \$4-billion integrated steel mill project under consideration by China Steel.
- The branch provided support to the Queen Charlotte Islands Regional Economic Development Initiative. Under this initiative, the federal government allocated \$38 million to diversify the economy of the Queen Charlotte Islands to offset diminished logging activity resulting from Moresby Park Reserve.
- The branch provided support to the Kimberley Task Force, established in response to the economic crisis in Kimberley following the temporary closure of the Sullivan Mine in January 1990. With the re-opening of the mine, the task force continues to focus on long-term economic development needs and planning for the permanent closure of the mine around the end of the decade.
- The branch participated in the Squamish Estuary Management Plan Co-ordinating Committee (SECC), a multi-agency group that guides land and water use in the Squamish estuary. During 1990-91, the SECC moved towards completion of a draft plan that was expected to be available for public review before the end of 1991.
- The branch dealt with 30 inquiries under the Major Project Review Process; 20 proponents were advised that their projects would not be subject to review and five had entered the MPRP by the end of the fiscal year. Approval-in-principle was granted to Celgar Pulp Co.'s expansion project at Castlegar, Newstech Recycling Inc.'s proposed de-inking plant in Coquitlam and Arbokem Inc.'s proposed Surrey flax mill. Review of the Kitimat Port Society's proposed marine terminal and Orenda Forest Product Ltd.'s proposed pulp-and-paper mill near Meziadin Lake were still under way at the end of the fiscal year.
- The branch represented the ministry in the Mine Development and Energy Project review processes, and provided comments on the socio-economic impacts of projects reviewed under these processes.
- The branch prepared the quarterly publication British Columbia Major Projects Inventory for distribution to suppliers, investors and planners.

Planning and Research Unit

(Formerly Special Projects and Library Services)

The Planning and Research Unit develops policies and programs on cross-sectional issues and strategic initiatives, including international and interprovincial trade and

competitiveness, fiscal programs, and regional and industrial adjustments.

The unit provides corporate planning for the Economic Development Division and ensures inter-branch and inter-divisional policy consistency. The unit also undertakes special projects outside the mandate of the branches.

The library manages a collection of government and private-sector studies related to the economy, and provides information services to the ministry, other ministries and the public. The resources most frequently used by the public are the small business collection and the B.C. Business Network database.

Major Activities and Achievements in 1990-91

- The Planning and Research Unit provided policy advice on:
 - plant closures;
 - the Job Protection Commission;
 - a joint government and private-sector merchant bank facility;
 - the Special Enterprise Zones Review;
 - oceans policies;
 - removal of interprovincial barriers to trade; and
 - the Exclusive Economic Zone Review.
- The unit participated in and provided economic assessment for the Premier's Task Force on Salmon and Herring.
- The unit worked with an inter-ministerial policy group to develop British Columbia's response to the U.S. seizure of the Canadian fishing boats Fonzie and Viscount near Dixon Entrance. Through the Fonzie-Viscount Task Force, the unit obtained federal government assistance for the B.C. fisherman arrested.
- The Planning and Research Unit began preliminary background analysis for the preparation of an industrial development strategy for B.C.
- The library responded to over 2,600 inquiries.

**BUSINESS DEVELOPMENT
DIVISION**

BUSINESS DEVELOPMENT DIVISION

Goals and Functions

The Business Development Division delivers a wide range of programs and services designed to support and encourage business investment, industrial and small business development, and economic expansion and diversification, in all regions of the province.

The division:

- promotes British Columbia as a favorable location for international and domestic investment, by providing potential investors with expert information on the economic climate of the Pacific Northwest region as well as other provinces;
- provides information, advice and publications to members of the public, potential entrepreneurs, and business owners and managers, to assist them in starting, expanding or relocating their businesses;
- identifies business opportunities and conducts preliminary analyses of their feasibility at community, regional and provincial levels;
- evaluates business proposals seeking government financial assistance;
- negotiates financial incentive agreements and reviews alternate sources of financing for businesses wanting to start up, expand or restructure, including loans and loan guarantees, tax credits, and investor and business matching services;
- reviews, develops and proposes policies and programs that will promote economic diversification and sustainable development throughout the province; and
- provides policy advice to cabinet and other ministries on a wide variety of business issues which have an impact on economic development (for example; access to investment capital, impediments to business growth).

The division's principal clients are:

- business people and entrepreneurs;
- the general public;
- the minister and deputy minister;
- cabinet; and
- other divisions, ministries, agencies and Crown corporations.

Division Highlights

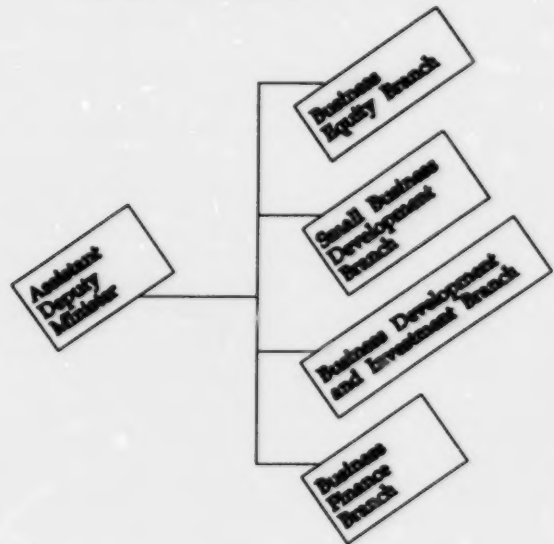
- The Business Development Division improved service quality through implementation of:
 - a "call back on our dime" policy;
 - program orientation sessions for support staff to better enable them to respond to inquiries from the public; and
 - client surveys.
- The division spearheaded the establishment of the B.C. Job Protection Commission on February 14, 1991. The commission, which has a two-year mandate, works with involved parties to prevent business closures and job losses. The Job Protection Commission Office opened officially on March 4, 1991.
- The division reduced the number of financial assistance programs for business from 17 to three. The two key programs for small business were:
 - a repayable loan and working capital loan guarantee program to help small to medium-sized manufacturers establish, modernize or expand their businesses; and
 - a loan guarantee program for firms just starting up, to help small businesses achieve a sound financial structure.
- The division improved access to the two equity market programs through enhanced promotional efforts, increased assistance with regulatory complexities, and broadened target areas.
- The division continued ministry information and advisory services that are community-driven, such as the Business Info Centres (BICs) now found in over 80 B.C. communities.
- The division established the Small Business Advocate to represent the specific interests of the small business sector within the provincial government, and to strengthen relationships with associations representing small business, such as the Canadian Federation of Independent Business, the Canadian Manufacturers' Association, the British Columbia Chamber of Commerce, and Community Futures.
- The division had primary responsibility for following through with the recommendations of the Task Force on Small Business Programs and Services.

Organizational Structure

The Business Development Division is organized into four branches and one administrative unit. These are:

- the Business Equity Branch;
- the Small Business Development Branch;
- the Business Development and Investment Branch;
- the Business Finance Branch; and
- the Support Services Unit.

Business Development Division



Business Equity Branch

The Business Equity Branch fosters the growth and strength of British Columbia businesses by promoting increased equity investment. The branch does this by:

- informing, educating and counselling businesses and investors about the benefits of and mechanisms for raising equity capital;
- educating and training professional advisors so that they can assist clients to invest in or raise capital for business start-up, expansion or financial restructuring; and
- overseeing the establishment and operation of venture capital corporations under the Equity Capital Program, and employee share ownership plans and employee venture capital corporations under the Employee Investment Program, and auditing program investments in businesses to ensure that branch and program objectives are being met.

These activities are designed to enhance the flow of equity capital to businesses, improving their competitiveness and growth potential while helping to increase employment opportunities within the province.

Major Activities and Achievements in 1990-91

- The Equity Capital Program reached a major milestone—under that program, over \$100 million in equity capital has been raised. To date, \$77.2 million in equity has been invested in 131 eligible small businesses, creating or maintaining an estimated 1,700 jobs. Estimated credits against B.C. income tax total \$31 million.
- To date, under the Employee Investment Program, 11 plans have been registered. These plans are authorized to raise \$9.7 million in equity, and involve an estimated 5,400 employees and \$1.9 million in pending tax credits.

Programs

Equity Capital Program

This program, formerly called the Small Business Venture Capital Program, is designed to encourage British Columbia residents and corporations to make equity capital investments in eligible B.C. businesses.

Eligible small businesses include those that diversify the economy, export out of the province or replace imports of goods and services.

The program provides provincial income tax credits of up to 30 per cent (to a maximum of \$60,000 in any one year) to individuals and companies in B.C. that invest equity in venture capital corporations. These venture capital corporations must in turn invest in eligible B.C. businesses.

Employee Investment Program

The objective of the program is to increase employee participation in companies and to tap new sources of risk capital by encouraging employees to make equity investments in the companies which employ them.

This program assists employees who invest directly in the company for which they work (employee share ownership plans). This program also helps with indirect investment in eligible business by pooling funds invested by employee groups and labor organizations (employee venture capital corporations).

The B.C. government provides employee investors with a 20 per cent provincial income tax credit, to a maximum of \$2,000 in any one year and a lifetime maximum of \$10,000. In addition, a 20 per cent federal income tax credit is

available for employee venture capital corporation investors, to a maximum of \$700 in any one year.

To help establish employee share ownership plans and employee venture capital corporations, the province provides cost-sharing assistance of up to 50 per cent to a maximum of \$10,000 for employee groups, and up to 50 per cent for companies with less than 150 employees, to a maximum of \$10,000.

Small Business Development Branch

The Small Business Development Branch represents the specific interests of the small business sector within the provincial government.

The branch also encourages entrepreneurship and small business development by providing information and advice to those wishing to start or expand a small business. This is done through initiatives such as Home-Based Business and Business Info Centres (BICs).

Major Activities and Achievements in 1990-91

- The Small Business Development Branch established Chamberlink, a province-wide electronic communication system for BICs. This system allows for the immediate sharing of the knowledge and expertise acquired by all of the province's BIC offices.
- Five projects were approved under the Assistance to Associations Program. One approved project was the development of a marketing association in the Thompson-Okanagan region.
- Two B.C. Creative Arts Shows were held. The first, August 26 to 28, 1990, had 120 home-based business participants, while the second, March 10 to 12, 1991, had 127 participants. These home-based businesses reported generating over \$1 million in direct sales as a result of attending these shows.
- The Small Business Development Branch provided entrepreneurial education by:
 - distributing Canadian Foundation for Economic Education training packages to 500 public and private school teachers; and
 - helping Junior Achievement conduct its Project Business program in secondary school classrooms across B.C.
- At the end of the 1990-91 fiscal year, the branch appointed a businesswomen's advocate. This initiative is designed to help women achieve their potential as entrepreneurs, which will increase investment, create new jobs and generally improve the provincial economy.

- In support of the Kimberley Task Force, the branch provided managerial assistance to 43 existing small businesses and helped 14 new small businesses to start up.

Programs and Initiatives

Home-Based Business Initiative

It is estimated that there are more than 100,000 home-based businesses presently operating throughout British Columbia. Over half of all new businesses start in the home.

Since the inception of the Home-Based Business Initiative in 1988, over 195 seminars have been held throughout the province for more than 3,500 participants. The seminars helped participants to further develop their business and marketing skills.

Building on the successes of the last three years, the ministry again helped sponsor the attendance of home-based artisans and business people at the B.C. Creative Arts Shows, the first in August 1990 and the second in March of 1991. These shows provide an opportunity for those who operate home-based businesses to obtain first-hand experience in how to market their products, as well as enabling them to make their products available to 7,000 wholesale buyers. The province offers low-cost exhibit space to 120 home-based business operators who have never before attended this show.

Tickleberry Products

"The B.C. Creative Arts Show was the initial start in B.C. for us," says Dale Hoy, owner of Tickleberry Products, which produces pine gift boxes of foods, preserves and assorted gift items. "It really put us on the map. Hope the B.C. government continues it."

The Penticton-based firm started in 1989 with less than \$50,000 in gross sales and five employees. The company now employs 15 people during the peak season, and 1990 sales were more than \$150,000.

Assistance to Associations Program

The Assistance to Associations Program is designed to assist with:

- the formation of new industry associations;
- engaging speakers for industry association events; and
- the staging of business seminars by industry associations.

The program provides 50 per cent of the costs of the eligible project, up to a maximum of \$2,500 per association during each fiscal year.

Business Info Centres (BICs)

Business Info Centres are designed to supply business people in all areas of the province with local access to the extensive network of business information, and government services and programs. BICs represent an important part of the government's commitment to broadening the delivery of business advisory services in local communities.

The network of over 80 BICs, located in local chambers of commerce throughout the province, serves as a gateway to the various programs and services available from government agencies. (Where there is no BIC in a community, a government agent provides local access to information.)

BICs carry a wide range of business publications, and many have business resource libraries containing various publications, business education materials and training videos to assist with business planning.

In addition, BICs offer access to the B.C. Business Network (BCBN), a computerized database containing a wealth of business-related information and publications. The main Business Info Centre in Vancouver is also accessible through BCBN.

Small Business Advocacy

The branch established the Small Business Advocate to represent the specific interests of small business to the provincial government, and to strengthen the government's relationship with general and sector-specific organizations representing small business. Because moving towards a more entrepreneurial province is a long-term goal, support for entrepreneurial educational initiatives is a prime advocacy function.

Business Development and Investment Branch

The Business Development and Investment Branch encourages and supports business and sectoral investment in all regions of the province by:

- providing corporate investors and individuals with expert information on B.C.'s investment climate, in relation to other jurisdictions;
- researching, assessing and packaging investment opportunities for both domestic and international marketing and promotion;

- investigating and formulating investment strategies to encourage and facilitate development projects in specific sectors, such as auto parts;
- operating and enhancing the Investment Matching Program (VentureNet), which links investors to those seeking investment capital, and identifies joint-venture and technology-transfer opportunities; and
- operating as a contact point for domestic and international investors wishing to locate in B.C.

The branch also provides policy advice on issues and initiatives affecting business development and investment in B.C. and other provinces, and provides program evaluation services for the Business Development Division.

Major Activities and Achievements in 1990-91

- The Business Development and Investment Branch took a lead role in five major trade shows and missions designed to promote the development of business, as well as investment in new business opportunities throughout the province. Combined attendance at these events totalled almost 100,000.
- As of March 31, 1991, the branch's portfolio of major capital investment projects totalled 47. These private-sector projects comprise a number of diversified sectors and represent total investment potential of \$900 million.
- The branch developed promotional packages for 16 investment opportunities in B.C. These packages were distributed at various venues, including the Hong Kong Trade and Investment '90 Exposition, where 600 packages were handed out. The results have been positive—for example, a B.C. oil spill recovery vessel manufacturer reached an agreement with a Japanese firm to manufacture the vehicles under licence.

Programs

VentureNet - The Investment Matching Program

The Investment Matching Program is one of a number of government services available on the British Columbia Business Network (BCBN). Information about investment opportunities is listed on a computerized database called VentureNet.

This listing, also available in hard copy, fulfils several functions. VentureNet:

- matches investors with entrepreneurs needing investment capital;
- identifies regional and community investment opportunities;

- identifies companies seeking joint-venture partners;
- identifies companies seeking licensing or royalty agreements; and
- identifies companies seeking technology transfer opportunities.

As of March 31, 1991, VentureNet listed over 345 capital investment, joint venture, and licensing or royalty agreement opportunities. From January 1990 to April 1991, 800 potential investors made inquiries about or expressed interest in companies and entrepreneurs listed on VentureNet.

As a direct result of being listed on the database, seven companies have been successful in financing their ventures and have taken a further step towards starting up or expanding.

Client follow-up indicates a further nine entrepreneurs and companies listed on VentureNet are currently negotiating with potential investors or pursuing promising leads.

In response to continuing feedback from VentureNet users, the ministry is widening the target markets for the system.

Business Finance Branch

The Business Finance Branch promotes and supports economic expansion and diversification by providing financial management and financing advice, as well as financial assistance, to B.C. businesses.

Working with business, industry, federal and local governments, other ministries and Crown corporations, the branch analyzes the financial needs of small businesses and medium- to large-scale projects.

The branch consults and negotiates with businesses that are either planning investments or experiencing difficulties regarding alternative sources of financing and restructuring. As well, the branch provides advice to other ministry staff and other ministries regarding business proposals and related requests for government assistance through programs such as the Solid Waste Enterprise Initiatives Program.

The Business Finance Branch is also responsible for completing projects and other activities initiated under the Economic and Regional Development Subsidiary Agreements.

The branch's three main financial programs, introduced in June 1990, are:

- the Business Start-Up Program;

- the Small Business Assistance Program; and
- the Business Expansion Program.

Since that time, over 750 applications have been received from companies seeking financial assistance.

Major Activities and Achievements in 1990-91

- Under the Business Start-Up Program, almost 400 firms were approved for more than \$5 million in loan guarantees and approximately 1,625 jobs were created.
- Under the Small Business Assistance Program, over 100 companies received more than \$14 million in repayable loans and loan guarantees, creating or maintaining a forecasted 3,150 jobs.
- Loan and loan guarantee approvals under the Business Expansion Program totalled more than \$11 million to seven projects, creating or preserving 890 jobs.
- Other financial assistance of \$32.9 million in loans and loan guarantees was provided to six projects, creating or preserving 250 jobs.

Program Applications and Approvals 1990-91

Program	Applications	Approvals
Business Start-up Program	457	395
Small Business Assistance Program	280	110
Business Expansion Program	36	7
Other Financial Assistance	11	6

Programs

Business Start-Up Program

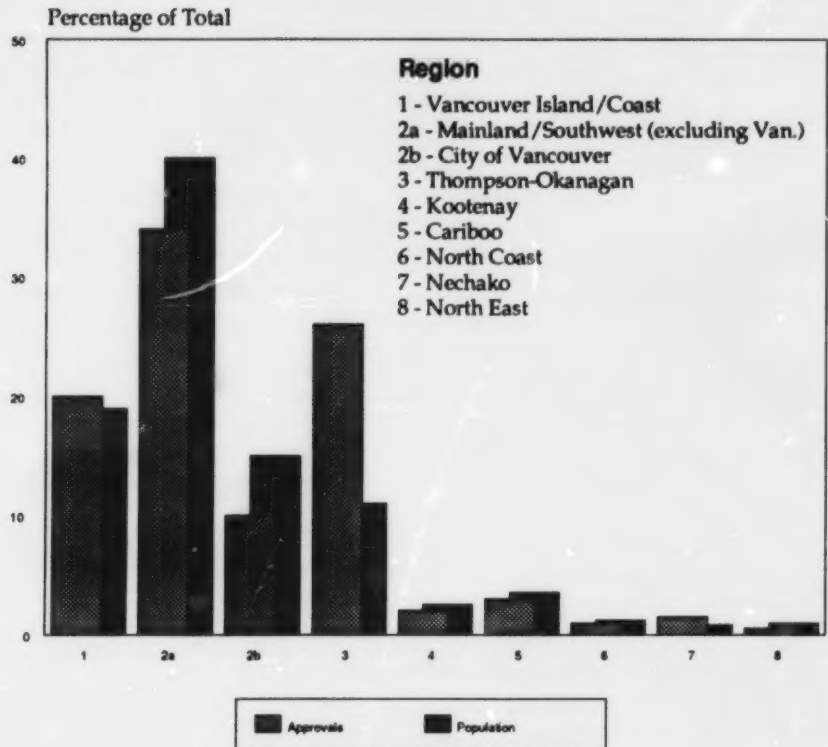
The Business Start-Up Program provides loan guarantees to financial institutions lending money to entrepreneurs with viable, well-researched business proposals. An eligible entrepreneur can obtain a personal loan of up to \$15,000, fully guaranteed by the B.C. government, from a participating financial institution.

Eligible businesses include all full-time businesses (except for professionals, farmers and fishermen). Loans must be applied for within six months of commencing operations and must be matched with a cash equity contribution of

100 per cent if the business is located within the City of Vancouver, or 50 per cent if the business is located in another area of the province.

Business Start-up Program

Approvals by Region - As of March 31, 1991



Small Business Assistance Program

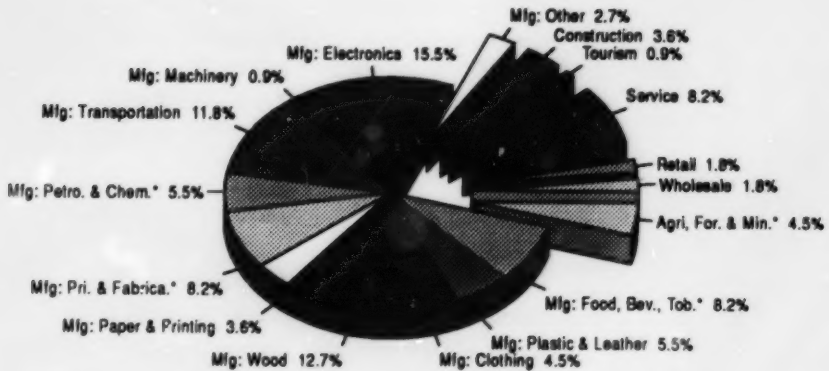
The Small Business Assistance Program helps small to medium-sized businesses to start up, modernize or expand by providing repayable loans or loan guarantees for working capital.

Under this program, repayable loans and loan guarantees for working capital are made available to new and existing small businesses primarily engaged in manufacturing, processing or advanced technology.

The program provides direct low-interest loans of up to 50 per cent of eligible capital costs, to a maximum of \$500,000, and loan guarantees of up to 75 per cent of the loan amount (or up to 85 per cent outside the Greater Vancouver Regional District), to a maximum of \$100,000. Eligible costs must not exceed \$2 million.

Small Business Assistance Program

Approvals by Industry Sectors



* Mfg: Petroleum & Chemicals

* Mfg: Primary & Fabricated Metals

* Mfg: Food, Beverage & Tobacco

* Agriculture, Forestry & Mining

Business Expansion Program

The Business Expansion Program was developed to provide financial assistance for medium- to large-scale projects. The program is for businesses that are:

- engaged in manufacturing or value-added processing;
- introducing a new product to the province;
- developing high-technology products; and/or
- about to modernize a facility using state-of-the-art technology.

The program provides:

- direct repayable loans of up to 30 per cent of eligible costs (or up to 50 per cent outside the Greater Vancouver Regional District); or
- loan guarantees of up to 75 per cent of the loan (or up to 85 per cent, if the project is outside the Greater Vancouver Regional District).

The minimum loan size is \$100,000, and eligible costs for projects approved under this program must not be less than \$2 million.

**Business Expansion Program
Financial Assistance Approvals for 1990-91**

Business	Product	Amount Approved (\$)
Avcorp Industries*	Aircraft components	450,000
Canadian Autoparts Toyota*	Aluminum automotive wheels	5,500,000
Milestone Wood*	Laminated window scantlings	1,200,000
Pirelli Cables*	Fibre optic communication cables	1,750,000
Specialty Woods International*	Chopsticks	1,000,000
Micra Systems*	Electronic systems	375,000
Pyrotech Asphalt*	Asphalt paving machinery	1,500,000

**Financial Assistance Approvals Outside Existing
Programs for 1990-91**

Business	Product	Amount Approved (\$)
Cape Mudge Development Corp.+	Tourism resort	1,024,000
Newstech Recycling*	De-inking of newsprint	14,000,000
Norvik Timber+	Lumber	765,000
Stork Craft*	Baby cribs	2,500,000
West Coast Plywood*	Plywood	7,900,000
Western Star Trucks*+	Trucks	6,700,000

* *Loan*

+ *Loan guarantee*

REGIONAL DEVELOPMENT DIVISION

Regional Development Division

Goals and Functions

British Columbia is a vast geographical area with a diverse economy. The Regional Development Division addresses the need for local action to meet local challenges, by helping citizens and communities in all regions of the province to pursue, achieve and maintain economic health.

The division's goals are:

- **Development** - improved economic growth and stability through diversification, environmentally sound economic strategies and improved social infrastructures in all regions of the province;
- **Service** - improved government services for all individuals, businesses and communities in all regions of the province; and
- **Access** - improved access to government decision-making and services, as well as increased participation, local empowerment, ownership of economic development, public service and community or social development activities in all regions of the province.

Clients of the Regional Development Division include:

- citizens;
- the business community;
- elected representatives; and
- government ministries.

Division Highlights

- The Strong Communities in the 90s Program assisted 15 communities, held 27 development workshops attended by 1,600 people, and recruited 900 volunteers.
- The Community Organizations for Economic Development (COED) Program provided funding for 43 full-time and 28 volunteer local economic development commissions and committees, representing over 120 municipal governments, and supported over 150 local economic development projects.
- The Community and Business Development Branch held 23 Business Opportunities at Your Doorstep (BOYD) conferences attended by 2,600 participants.
- Regional advisory councils and task forces held 338 meetings during the 1990-91 fiscal year. Over 750

volunteers worked on the identification, pursuit and implementation of regional issues and initiatives.

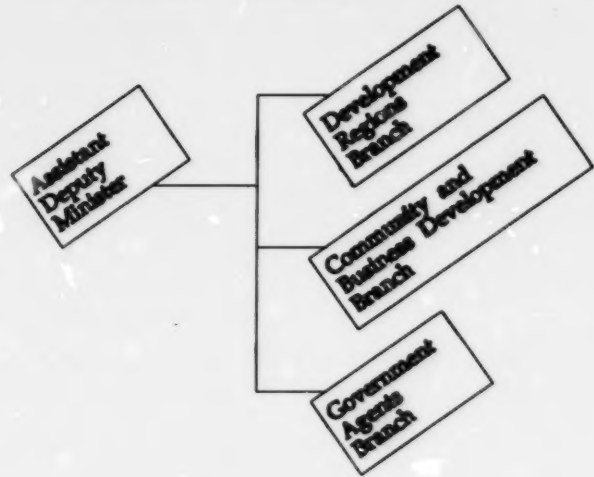
- Over 100 regional projects were completed by the Development Regions Branch. Major projects included:
 - a review of regional transportation priorities as input into the provincial transportation project, Freedom to Move;
 - the preparation of regional health care submissions for the Royal Commission on Health Care and Costs;
 - participation in the development of regional tourism strategies;
 - the preparation of the Northern Literacy Directory, in co-operation with the Ministry of Advanced Education; and
 - the preparation of several regional reports concerning wood residue and the feasibility of cogeneration power production.
- The division provided input into the provincial capital plan, prepared by the Ministry of Finance and Corporate Relations. This plan outlined proposed capital spending for all ministries, by region, for the 1991-92 fiscal year.
- The Government Agents Branch opened six one-stop Access Centres to provide government services to the public, for a total to date of 12, and completed the first year of a three-year plan to make all offices and centres accessible to disabled persons.
- The Government Agents Branch established periodic service to 12 small communities as an extension of nearby government agents offices.
- The Government Agents Branch fully integrated motor vehicle and motor licensing functions at 27 locations throughout B.C.

Organizational Structure

The Regional Development Division is organized into three branches. These are:

- the Development Regions Branch;
- the Community and Business Development Branch; and
- the Government Agents Branch.

Regional Development Division



Development Regions Branch

The Development Regions Branch services eight development regions. These regions work towards the identification and resolution of regional needs and priorities, and allow greater participation by the public in regional activities. The Development Regions Branch liaises closely with ministry branches, line ministries and communities within each region.

Each region is supported by a regional development officer in Victoria and by a regional development liaison officer who resides in the region.

The objectives of the branch are to:

- directly involve people living in each region in the government policy and planning process;
- increase the number of regional economic, social and infrastructure initiatives that are successfully concluded (implemented or an alternative developed, as appropriate) with primarily local leadership and resource use;
- increase the number of regional problems and issues that are brought to the attention of the development officers and that are solved by the co-operative efforts of local people and the relevant line ministry; and
- contribute to the provision of government services to make these services more responsive to regional needs and conditions, and to increase the involvement of the people in the region in the planning and decision-making process for services that affect them.

The major activity of the development regions is the pursuit of regionally based projects and initiatives that contribute to regional social and economic development.

The branch's objectives are achieved through the operation of regional advisory committees, regional working committees and task forces, as well as services such as business advisory sessions co-ordinated by the regional field office staff.

Regional Advisory Committees/Councils (RACs)

Regional advisory committees or councils in each development region review regional issues and initiatives identified by regional task forces and committees, and make recommendations to the provincial government.

Members of these committees or councils include MLAs, senior elected community officials, and business and industry leaders. Regional development officers and regional development liaison officers provide advice, support and secretariat functions to the regional advisory committees.

Committees and Task Forces

Regional committees and task forces investigate regional needs and pursue regional issues. Membership includes elected officials, and community and business leaders. Advice, support and secretariat functions are provided by Development Regions Branch staff.

Regional Projects and Initiatives

Regional projects and initiatives that are identified by the regions as important for social and economic development are actively pursued and worked upon by branch staff.

Program Delivery

Branch staff provide front-line access to ministry programs in the regions. This includes responding to inquiries, providing applications and assisting with the preparation of applications.

Regional Liaison

Inter-community and inter-ministry liaison are essential to the success of the regional projects and initiatives. Staff, particularly in the regions, are involved in a wide variety of community and regional activities of a formal and informal nature. These range from public hearings, regional conferences and trade shows, to chamber of commerce meetings and meetings with various interest groups.

Major Activities and Achievements in 1990-91

- Task forces and committees in the development regions held a total of 338 meetings during the 1990-91 fiscal year. Those groups had a combined membership of 767 people.
- Over 190 regional initiatives and projects were identified and pursued, ranging from economic and business development, health care services, transportation requirements, tourism, agricultural land use, Native concerns, wood-waste-to-energy conversion, and technology and innovation.
- The branch assisted in the preparation of transportation plans recognizing regional priorities. These recommendations formed the basis of the 1990-91 Ministry of Transportation and Highways plan.
- The branch helped regional task forces and committees to prepare feasibility studies on freshwater and coastal aquaculture, wood-waste cogeneration, value-added manufacturing, transportation, tourism and health care, and also assisted with a survey of post-secondary education and training needs.
- The Development Regions Branch completed reviews of regional and community health care needs in six regions. These recommendations were presented to the Royal Commission on Health Care and Costs.
- The branch co-ordinated and/or published tourism development strategies for the development regions. These strategies will be used as background preparation in the provincial tourism strategy.
- The branch provided recommendations on the development of policy, administration and legislation regarding resource roads and community port authorities for the Ministry of Transportation and Highways. The branch also investigated the feasibility of establishing community and/or regional science councils to promote public awareness of science and technology for the Premier's Advisory Council on Science and Technology.
- The branch provided input into the provincial capital plan, prepared by the Ministry of Finance and Corporate Relations. The plan outlined proposed capital spending for all ministries, by region, for the 1991-92 fiscal year.
- Two regional manufacturers directories were published by the branch.
- The branch sponsored 101 regional companies to attend Market Discovery '90, the public sector import replacement trade show produced by the Purchasing Commission.

- The branch sponsored four seminars focusing on issues and concerns specific to individual regions, including:
 - northern economic development;
 - wood supply for specialty mills;
 - business planning;
 - marketing;
 - starting a small business; and
 - sustainable development.
- The branch represented the ministry on the Clayoquot Sound Sustainable Development Steering Committee.
- The Development Regions Branch responded to almost 9,000 inquiries for Ministry of Regional and Economic Development programs in the regions.
- Over 1,000 business and potential business clients were seen at 84 business advisory sessions held in 15 Lower Mainland communities.
- The branch organized four tours to the regions for foreign officers, immigrant investors and foreign investors.

**Regional Projects and Initiatives
Classified by Sector
1990-91**

Sector	Number of Projects and/ or Initiatives
Agriculture and fisheries	6
Environment	3
Forestry	12
Health	7
Other Government Services (land use, education, etc.)	10
Tourism	11
Transportation	26
Major Business Proposals	20
Economic Development	88
Conferences and Seminars	10
Total	193

Community and Business Development Branch

The Community and Business Development Branch develops and delivers a number of products, programs and services designed to create economic growth in all regions of the province, as well as assists other ministry branches to achieve their service objectives.

These products, programs and services are provided to clients of the Community and Business Development Branch by staff in all three branches of the Regional Development Division, and through contracts in co-operation with local community and business organizations.

The objectives of this branch are to:

- promote diversification of local economies throughout the province;
- contribute to an increase in business start-ups and expansions, and a decrease in business failures, in all regions;
- focus attention on one economic sector in each region, in order to develop a world-class standard that can be used to market B.C. capabilities in other sectors and thus open up new markets;
- increase the contributions of local businesses, local governments, economic development officers and the public towards achieving specific economic objectives for each community and region; and
- improve the accountability of government resources, and ensure that staff have sufficient information, knowledge, responsibility and authority to do their jobs in an efficient and cost-effective manner.

Major Activities and Achievements in 1990-91

- Through the Strong Communities in the 90s Program, 10 focus communities received direct financial assistance. These were Gold River, Maple Ridge, Salmon Arm, Nelson, Kimberley, McBride, Valemount, Terrace, Houston and Dawson Creek.
- Through Strong Communities in the 90s, 27 economic development or sector-specific workshops were held throughout the province. These workshops were attended by 1,600 people—an average of approximately 60 per workshop.
- Nine hundred volunteers were recruited to participate in community economic development projects under Strong Communities in the 90s. The estimated value of their contributed time is \$540,000.
- Strong Communities workshops on retail upgrading and downtown core development were attended by representatives from 382 individual businesses.

- Of 70 Strong Communities projects identified, 24 have been completed, 33 have action plans and another 13 have either been withdrawn or are long-term. The value of capital projects on which technical guidance was given was \$16.4 million.

The Community Organizations for Economic Development (COED) Program:

- participated with the Union of British Columbia Municipalities in 31 meetings dealing with a total of 50 issues for 40 communities;
- participated in an Economic Development Organizations conference, where 150 representatives from over 90 communities discussed issues relating to marketing community investment opportunities;
- provided funding for 43 full-time and 28 volunteer local economic development commissions and committees, representing over 120 municipal governments; and
- provided grant funding for over 150 local economic development projects to investigate potential areas of local diversification and economic growth.

The branch, in partnership with local service providers:

- held 23 Business Opportunities at Your Doorstep (BOYD) conferences, attended by 2,600 participants throughout the province;
- held industry-specific workshops attended by 250 people;
- held business plan workshops, attended by 250 participants, in eight communities;
- produced business services catalogues for 17 communities—a total of 51,000 were published;

Two Examples of Coed Projects

Project	Result
Trade Mission to Hong Kong Trade and Investment Forum	Over 35 leads for new economic investment in several regions of the province, which will lead to an estimated five to 10 major investments valued at over \$30 million
Kootenay/Okanagan -to- Toronto Marketing Initiative	Over 200 individual contacts from 1,000 people met during the promotion, leading to a minimum of 75 new investments in the region, valued at a minimum of \$4 million

- granted business information libraries to three communities; and
- undertook and completed two special-interest projects (Women's Business Programs Study, North Coast Native Economic Development Initiative).

Programs and Initiatives

Community Organizations for Economic Development (COED)

Through this initiative, municipalities and regional districts are encouraged to become actively involved in their own economic development. Funding is available to community economic development organizations, on a cost-shared basis, for local economic development initiatives such as:

- promotion and marketing of local opportunities;
- analysis of local opportunities;
- feasibility evaluations; and
- selected trade mission participation.

Through COED's Community Initiatives Program, grant funding for operating expenses is provided to 43 full-time and 28 volunteer local economic development commissions and committees, representing over 120 municipal governments. That funding enables the communities to undertake activities to broaden, diversify and strengthen the local economy.

In addition, COED grant funding is provided for over 150 local economic development projects to investigate potential areas of local diversification and economic growth, and to promote local business opportunities to potential investors both within and outside the community.

Large regional projects which have an impact on the growth and diversification of the regional economy are funded as well.

COED also undertakes surveys and analyses to determine the level of knowledge within the province's economic development community, and provides a training program on marketing and communications strategies to help local communities to prepare and promote investment opportunities.

Strong Communities in the 90s

This program encourages local economic diversification by providing consulting services to help communities in the eight development regions to implement their economic

strategies and access federal and provincial programs and services.

Business Opportunities at Your Doorstep (BOYD) Conferences

These full-day conferences encourage the creation and expansion of small businesses by providing information and identifying business opportunities in local growth industries.

Sector Workshops

Sector workshops are one- or two-day events that assist small businesses in specific industries such as small-scale manufacturing or tourism.

Business Services Catalogues

These catalogues are designed to be "road maps" of business services available within specific communities. Each catalogue provides detailed information on business services, including contacts, types of assistance and services available, and listings of publications offered by agencies.

Government Agents Branch

The Government Agents Branch is one of the oldest government agencies in British Columbia. The purpose of the branch is to make government services and programs available to all residents of the province in all areas.

The branch does not have programs of its own, but delivers programs and services for various government ministries in 60 B.C. communities.

Government agents offices:

- provide information on all provincial government programs to the public and business;
- assist with inquiries concerning federal, regional or municipal government services;
- perform the functions of provincial collector of taxes, gold commissioner, registrar of voters, and district registrar of births, deaths and marriages;
- carry out company, lien and mobile home searches;
- provide motor licensing services;
- supply licences, permits, acts and regulations; and
- accept payment of monies owed to the provincial government (such as Medical Services Plan payments and property taxes).

Major Activities and Achievements in 1990-91

- The Government Agents Branch opened Access Centres, one-stop locations for the provision of government services to the public, in Courtenay, Salmon Arm, Campbell River, Nelson, Smithers and Trail. That brings to 12 the number of Access Centres now operating, and eight more are scheduled for completion by the end of the 1991-92 fiscal year.
- The branch completed the first year of a three-year plan to make all government agents offices and Access Centres accessible to disabled persons. Work was completed in Clinton, Powell River, Nakusp, Quesnel, Port Hardy, Oliver, Atlin, Stewart, Princeton and Burns Lake.
- The branch contributed to the committee formed to identify impediments to customer service resulting from policy decisions imposed on the field offices.
- The Government Agents Branch developed an action plan for improved service delivery to seniors, and participated in the Trade Fair for Seniors.
- A committee was established to review services to Native people. Terms of reference were developed, a survey of government agents was completed, pilot projects were initiated in four offices, and a final report was delivered.
- The Court Fines Project, allowing payment of fines at all government agents offices, was implemented.
- A pilot project was undertaken to provide banking services to the remote northern community of Atlin, and commitment was received from the Bank of Montreal to continue for another year.
- Systems requirements for the Mineral Titles 2000 Project was determined, with participation by government agents headquarters and field staff. The Mineral Titles 2000 Project, undertaken with the Ministry of Energy, Mines and Petroleum Resources, will computerize the searching of mineral titles by 1992. Inter-ministry agreement has been reached on functions to be performed.
- A new Personal Property Registry system allows automated lien searches across the province by accessing the Central, Corporate and Mobile Home registries, providing a valuable service for financial institutions and other private-sector companies.
- Staff training and development was emphasized as an essential aspect of offering more and better service to the public. The branch prepared a three-volume, 18-month-long course for customer service representatives, and encouraged other related training.

- The Government Agents Branch continued to enhance branch administrative systems by:
 - continuing development of the Revenue Management System (RMS), a fast and flexible system for processing and transferring revenue from field offices to Victoria; and
 - computerizing Government Agents Branch operations, to improve service quality, timeliness and efficiency—the 60 field offices now access 17 databases in meeting the needs of clients.
- The branch established periodic service to 12 small communities as an extension of nearby government agents offices.
- The branch integrated motor vehicle and motor licensing functions at 27 locations throughout the province, fulfilling an agreement with the Motor Vehicle Branch.

**Number of Units Sold or Received in Government
Agents Offices and Value of Revenue
1987-88 to 1990-91**

Year	Number of Units	Change (%)	Amount Collected (\$ million)	Change (%)
1987-88	902,912		303.9	
1988-89*	1,999,051	121.4	541.5	78.2
1989-90	2,227,822	11.4	735.0	35.7
1990-91 (estimate)	2,700,000	21.2	950.0	29.3

* Revenue Management System introduced in 1988-89.

**Annual Revenue Collected by Government
Agents Branch Per Full-Time Employee
and Per \$100,000 of Budgetary Expenditure
1987-88 to 1990-91**

Year	Annual Revenue Collected Per FTE		Annual Revenue Collected Per \$100,000 of Budgetary Expenditure (\$ Million)
	\$ Million	Increase (%)	
1987-88	1.1		2.28
1988-89*	2.0	82	3.28
1989-90	2.2	10	3.87
1990-91 (estimate)	2.7	22.7	4.09

* Revenue Management System introduced in 1988-89.

STRATEGIC SERVICES AND COMMUNICATIONS

STRATEGIC SERVICES AND COMMUNICATIONS

Goals and Functions

Strategic Services and Communications is the only ministry branch which is not part of a division. This branch reports directly to the deputy minister's office.

The primary goal and function of Strategic Services and Communications is the provision of information. The branch ensures:

- that information about ministry programs and activities is available to client groups;
- that the general public is aware of the role of the ministry;
- that the media have accurate and current information to assist them in reporting the activities of the ministry; and
- that the minister and ministry officials are advised on sensitive issues in a timely manner.

The branch's clients are:

- small business, including business people, entrepreneurs and business associations;
- other business and industry;
- the media;
- the general public;
- the minister;
- ministry executives and program staff; and
- other ministries.

Strategic Services and Communications provides information on the ministry's mandate, programs, accomplishments, services and special initiatives.

The branch is also responsible for:

- strategic research and communications planning;
- press conferences;
- special events;
- trade shows;
- advertising;
- publications;

- providing speaking notes for the minister and other ministry personnel; and
- supplying issues management and briefing material to the minister.

About 75 per cent of the branch's activities during the 1990-91 fiscal year fell into the category of communications and public relations, while 15 per cent involved supplying business-related information and advice to the public and business, and 10 per cent concerned business advocacy (representing the beneficial development of the B.C. economy and the interests of the province's business community).

Branch Highlights

- During the 1990-91 fiscal year, Strategic Services and Communications produced more than one million communications items, at a cost of approximately \$1,588,000. These included publications, reports, pamphlets and brochures, fact sheets, newsletters, posters, news releases, speeches, manuals, program guidebooks and application forms, videos and kit covers. That total does not include individual briefing notes, responses to media inquiries, newspaper and radio advertisements, trade shows, conferences, symposiums or press conferences.
- In response to media inquiries or prior to media events of the ministry, between 45 and 60 telephone calls per week were made to the media from the office of the executive director of Strategic Services and Communications.
- The branch continued to produce the B.C. Talks Business magazine (six issues during the 1990-91 fiscal year).
- Strategic Services and Communications co-ordinated ministry participation in two trade shows, 17 conferences and one symposium.
- The branch prepared 400 press releases and 120 speeches, and organized eight press conferences.

Quantities and Expenditures of Communications Items Produced by Strategic Services and Communications

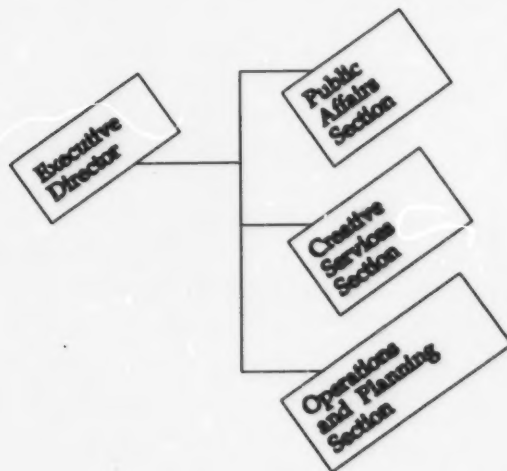
Publications and reports	133,920	\$318,935
Program information and promotion items	608,169	\$542,393
Miscellaneous items (including newsletters, news releases, speeches and other items)	358,520	\$200,770
Major ad campaigns	4	\$424,500
Other ads and articles		\$101,275

Organizational Structure

Strategic Services and Communications is organized into three sections:

- the Public Affairs Section;
- the Creative Services Section; and
- the Operations and Planning Section.

Strategic Services and Communications



Public Affairs Section

In consultation with the minister's office and ministry program staff, the Public Affairs Section:

- researches and writes all ministry news releases and distributes them to appropriate media, government contacts and other client groups;
- co-ordinates all ministry news conferences, including co-ordinating the participation of the minister, other government ministers and MLAs;
- responds to media inquiries, immediately when possible; and
- develops ministry media relations policy and specific strategies for special projects.

News releases prepared by public affairs staff include routine program releases, major announcements and federal-provincial releases. Routine, time-sensitive announcements are normally prepared within one week, while news releases in response to requests from the minister, deputy minister or an MLA are written as quickly as necessary, often within one or two hours.

Inquiries from the media are responded to immediately whenever possible, and always within one hour.

Major Activities and Achievements in 1990-91

- The Public Affairs Section prepared 400 news releases during the fiscal year. The section maintained regional media usage of news releases at 47 per cent.
- The section co-ordinated ministry participation in two trade shows, 17 conferences and one symposium. These were:
 - the Hong Kong Trade Show;
 - the Nechako Mining Symposium;
 - the Vancouver Island Wood Specialty Conference;
 - the B.C. Creative Arts Show; and
 - 16 Business Opportunities at Your Doorstep conferences.
- The section organized eight major press conferences. These concerned:
 - Nature's Path Foods;
 - Venture Technologies;
 - the Comox Valley Transportation Plan;
 - the Shipbuilding Action Group Report;
 - Newstech;

- Dynapro;
 - New Financial Assistance Programs; and
 - Western Star Trucks.
- The section responded to between 45 and 60 telephone calls per week made by the media to the office of the executive director of Strategic Services and Communications.

Creative Services Section

In consultation with ministry program staff, the Creative Services Section:

- provides writing, editing and design services for all ministry promotion and information material and publications;
- produces promotion and information material, including videos, slides and overheads, displays, backdrops, signs, plaques, posters and other items as needed;
- manages ministry advertising, including design and media placement, and co-ordinates all major ad campaigns; and
- develops ministry policies related to publications, advertising, and promotion material.

This section writes and produces eight regional newsletters for the eight development regions, and co-ordinates other newsletters as needed.

The Creative Services Section is also responsible for developing ministry publication standards, such as those involving general consistency of appearance, style, and use of ministry and other government logos.

Major Activities and Achievements in 1990-91

- During the 1990-91 fiscal year, the Creative Services Section produced more than one million communications items. These included:
 - 14 publications and reports (133,920 individual units);
 - 41 promotional program items (608,169 individual units); and
 - miscellaneous items (358,000 individual units).
- The section prepared and implemented four major advertising campaigns for TV, radio and print.
- The section wrote and produced regional newsletters for the eight development regions, and co-ordinated other newsletters as needed.

- The section produced six issues of B.C. Talks Business magazine.

Operations and Planning Section

In conjunction with ministry program staff, the Operations and Planning Section:

- co-ordinates financial planning;
- develops the annual communication plan and budget for ministry communications activities;
- co-ordinates issues management, project tracking and the preparation of briefing notes;
- manages printing and distribution of ministry publications; and
- participates in developing strategic ministry initiatives.

The Operations and Planning Section maintains an inventory of all ministry publications and liaises with program staff to ensure that publications are revised and reprinted as required.

This section also updates mailing lists of major ministry clients on a monthly basis, and assists program staff with the timely distribution of promotional materials.

Major Activities and Achievements in 1990-91

- The Operations and Planning Section managed the printing of over 760,000 individual reports, newsletters, brochures, manuals, guidebooks and forms for the ministry.
- The section continued to work with the Business Development Division to establish a database for tracking issues and projects.
- The section maintained eight briefing books for the minister, his staff and ministry management. Each of these briefing books contained 175 to 225 briefing notes that were revised and updated on a weekly basis.



**MANAGEMENT SERVICES
DIVISION**

MANAGEMENT SERVICES DIVISION

Goals and Functions

The Management Services Division provides financial, administrative, personnel and information services to the ministry. During the fiscal year of 1990-91, the division also provided this service to three client ministries – Parks, Native Affairs and Crown Lands.

Division Highlights

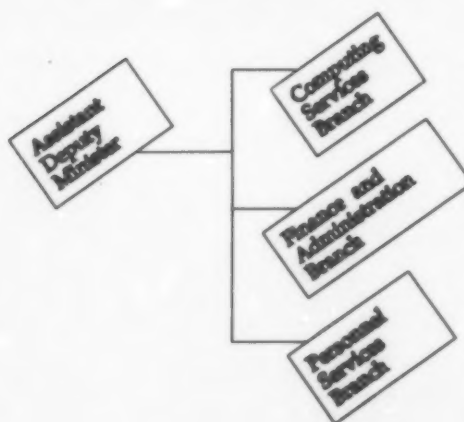
- A ministry-wide training initiative and word processing study by the Computing Services Branch enhanced the ability of ministry staff to effectively exchange information.
- The Finance and Administration Branch developed a comprehensive telecommunications strategy for all four ministries served.
- The Personnel Services Branch co-ordinated several training programs for clerical and administration staff, and facilitated a total of 112 new staff appointments for the four ministries served.
- The Personnel Services Branch conducted a regional tour to determine the level of service being provided to regional operations.

Organizational Structure

The Management Services Division is organized into three branches:

- the Computing Services Branch;
- the Finance and Administration Branch; and
- the Personnel Services Branch.

Management Services Division



Computing Services Branch

The Computing Services Branch develops and implements corporate information systems for the ministry and client ministries. The branch provides the framework for systems expenditures and develops strategic systems plans to support ministry objectives.

Information systems plans are updated on a quarterly basis.

Major Activities and Achievements in 1990-91

- The completion of the Business Finance Branch database review for the Business Development Division produced:
 - data dictionaries for ongoing use;
 - a master reference program user manual;
 - system support manuals; and
 - documented detailed descriptions of the current databases.
- Ongoing costs of running the library system have been and will continue to be reduced by replacing the costly VAX-based Sydney Library system with the Eloquent system.
- A ministry-wide training initiative and word-processing study have been completed, greatly enhancing the ability of ministry staff to effectively exchange information.
- An analysis of hardware and software requirements for the Business on Your Doorstep initiative resulted in the purchase of equipment expected to save the ministry \$20,000 to \$30,000 during the 1991-92 fiscal year.
- The creation of a Land Claims Negotiation Group within the Ministry of Native Affairs resulted in a significant increase in activity for the Computing Services Branch, including planning for, acquiring and installing equipment for new staff at a new site, and arranging IDs and training.
- The modifications and enhancements of the Park User Permit System for the Ministry of Parks were completed.
- The branch began developing the Facility Inventory System for the Ministry of Parks. Despite initial setbacks, much of the system was completed before the end of the fiscal year.

Finance and Administration Branch

The Finance and Administration Branch provides accurate and timely financial information and administrative advice to the other branches within the ministry. During the 1990-91 fiscal year, these services were also provided to three client ministries—Parks, Crown Lands and Native Affairs.

In conjunction with its clients, the branch develops, implements and operates financial management and control systems, including:

- classifying accounts;
- maintaining the corporate financial systems; and
- co-ordinating financial planning and budget preparation and control.

Financial services provided by the branch include expenditure control, asset and liability control, and revenue control. Signing authority matrices and notices are developed for each of the client ministries, and assistance is given regarding interpretation of central agency policy and procedures.

In addition, a wide range of administrative services are provided to client ministries. The branch works with its clients and central agencies to secure required resources and services, and co-ordinates facility and equipment requirements. The branch also develops policies and procedures, and supplies logistic support for facilities management, telecommunications services, vehicle management and administrative records activities.

Major Activities and Achievements in 1990-91

- The Finance and Administration Branch processed approximately 50,000 invoices and 10,000 travel vouchers during the fiscal year.
- The branch logged, reviewed and processed payments on 2,500 contracts during 1990-91.
- The branch prepared a payroll for approximately 1,500 employees bi-weekly.
- The Finance and Administration Branch maintained 13,600 details and 4,200 linkages for four charts of account.
- During the 1990-91 fiscal year, the branch developed a comprehensive telecommunications strategy for its client ministries.
- The branch allocated, co-ordinated and licensed vehicle fleets for its client ministries.

Personnel Services Branch

The Personnel Services Branch provides a broad range of human resource management services to the ministry. During the 1990-91 fiscal year, these services were also provided to three client ministries—Parks, Crown Lands and Native Affairs.

Services provided include:

- personnel recruitment and selection;
- salary administration;
- position evaluation and organizational analysis;
- collective agreement administration and staff development;
- safety services; and
- personnel management information systems.

Major Activities and Achievements in 1990-91

- The Personnel Services Branch represented the Ministry of Regional and Economic Development at a Vancouver private-sector-sponsored job fair designed to provide promotion and market visibility for recruiting new employees for client ministries.
- The branch carried out a number of publications-related activities, including:
 - revising and updating the Personnel Services Branch booklet, Competition Panel Review Checklists;
 - producing a discussion draft of the booklet, New Ideas for Writing Effective Job Advertisements;
 - producing a ministry orientation manual and distributing it to all employees;
 - producing a general personnel administration guide, outlining current procedures and providing supervisory and clerical staff with answers to routine policy and procedural questions.
- The branch established a committee consisting of assistant deputy ministers and Personnel Services Branch staff to review all ministry management positions, with a long-term goal of establishing internal benchmarks and achieving internal consistency of management.
- To insure that all staff are informed about the government's key pay equity initiative, Personnel Services Branch presented pay equity seminars during the fall of 1990. The pay equity initiative is designed to ensure that female-dominated positions receive the

same pay as male-dominated jobs where the work is of equal value.

- The branch conducted a regional tour to determine the level of service being provided to regional operations.
- The branch co-ordinated several training programs, including:
 - Performance Planning and Review training programs for all ministry staff;
 - three two-day Interpersonal Communications training programs for 40 clerical and administrative staff located in Victoria and the regions; and
 - two three-day Introduction to Supervision training programs for 44 new and existing supervisors.
- The branch conducted a telephone training needs assessment of all local occupational health and safety committees for all client ministries.

Staffing Programs, by Ministry 1990-91

Ministry of Regional and Economic Development

Number of competitions	63
Number of positions	69
Number of appointments	55
Number of appeals	1
Number of requests for reasons	4
Number of applicants	1,364
Number of female applicants	636
Number of male applicants	728
Number of female appointments	40
Number of male appointments	15

Ministry of Police

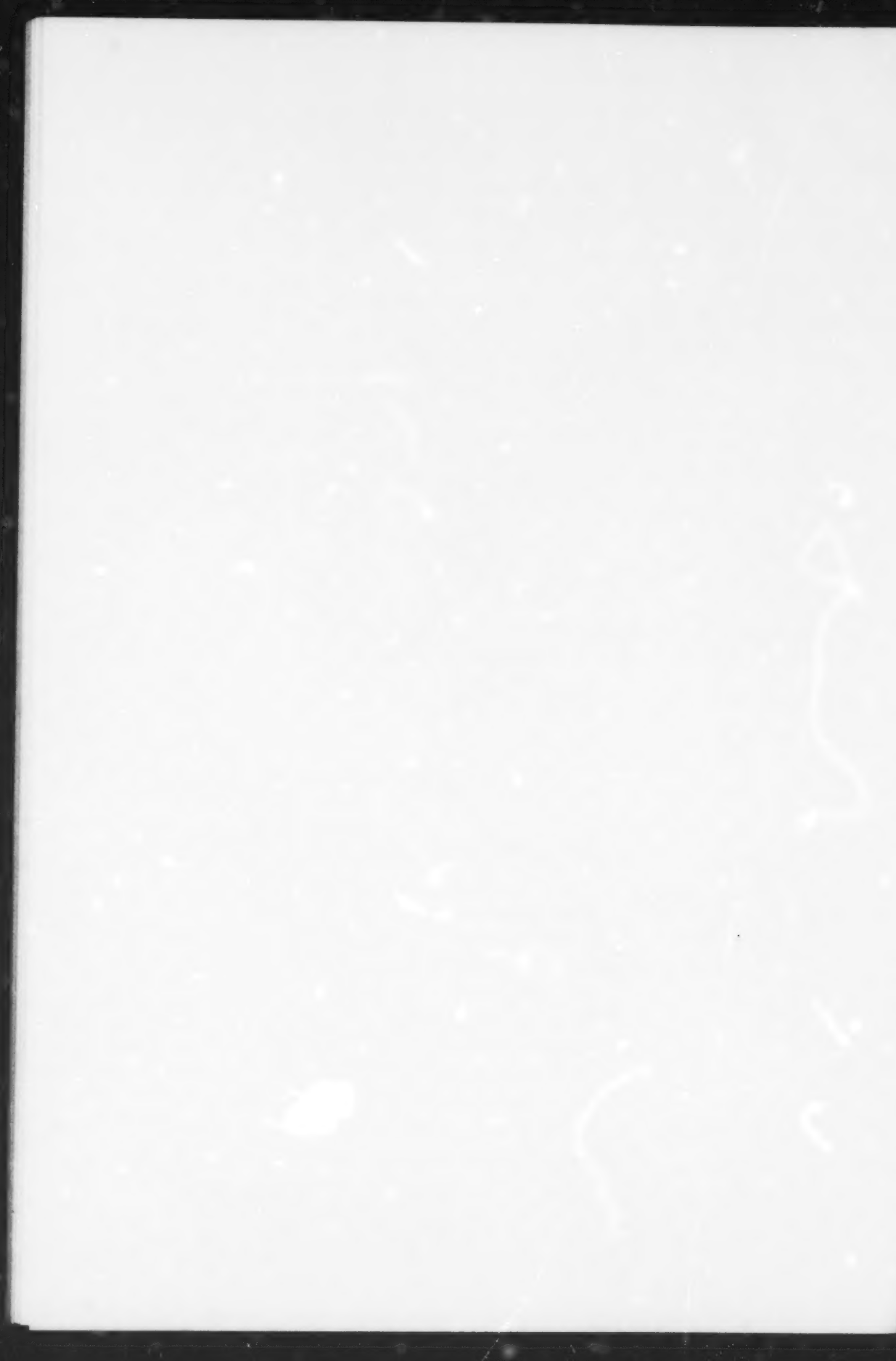
Number of competitions	37
Number of positions	39
Number of appointments	31
Number of appeals	2
Number of requests for reasons	1
Number of applicants	n/a
Number of female applicants	n/a
Number of male applicants	n/a
Number of female appointments	15
Number of male appointments	16

Ministry of Crown Lands

Number of competitions	16
Number of positions	17
Number appointments	16
Number of appeals	1
Number of requests for reasons	5
Number of applicants	412
Number of female applicants	126
Number of male applicants	160
Number of female appointments	8
Number of male appointments	8

Ministry of Native Affairs

Number of competitions	7
Number of positions	10
Number of appointments	10
Number of appeals	0
Number of requests for reasons	2
Number of applicants	294
Number of female applicants	168
Number of male applicants	126
Number of female appointments	8
Number of male appointments	2



PUBLICATIONS

MINISTRY PUBLICATIONS LIST

1990-91

The publications listed here were either produced by the Ministry of Regional and Economic Development during the 1990-91 fiscal year, or were still available from the ministry.

Those that were produced prior to the 1990-91 fiscal year are listed in italics.

The publications sold by Crown Publications are marked with an asterisk.

Periodicals

B.C. Talks Business - Vol. 2 No. 1, Globe '90

- Vol. 2 No. 2, TRIUMF KAON Factory

- Vol. 2 No. 3, Transportation in B.C.

- Vol. 2 No. 4, Tourism Development

- Vol. 3 No. 1, Small Business

Major Projects Inventory - June 30, 1990

- December 31, 1990

- May 24, 1991 (materials as of March 31, 1991)

Small Business Publications

Exploring Business Opportunities

*Independent Business Handbook**

*Independent Manufacturing Business**

*Independent Retail Business**

*Independent Services Business**

Investment Climate

*Licensing and Regulations for B.C. Business**

Preparing a Business Plan

Preparing a Cash Flow

Small Business in B.C.—A Decade of Change

Small Business Person's Guide to the Ministry of Regional and Economic Development Brochure

Strengthening Small Business in the '90s—Report of the Task Force on Small Business Programs and Services

Program Information Publications

Business Expansion Brochure

Business Expansion Guidelines

Business Start Up Administrative Manual

Business Start Up Brochure

Business Start Up Guidelines

Communications Grant Program Brochure

Communications Grant Program Guide Book
 Employee Investment Brochure
 Employee Investment Guidelines
 Equity Capital Brochure
 Equity Capital Guidelines
 Home-Based Business Brochure—updated
 Home-Based Business Buyers' Show Guide
 Home-Based Business Call for Entry Brochure
 Home-Based Business Exhibitors Handbook
*Home-Based Business Manual**
Home-Based Business Workbook I
Home-Based Business Workbook II
 Investment Matching Brochure
 Investment Matching Guidelines
 Small Business Assistance Brochures
 Small Business Assistance Guidelines
 Student Venture Loan Program Guidelines—loan from
 April 1 to September 30, 1991

Development Region Publications and Reports

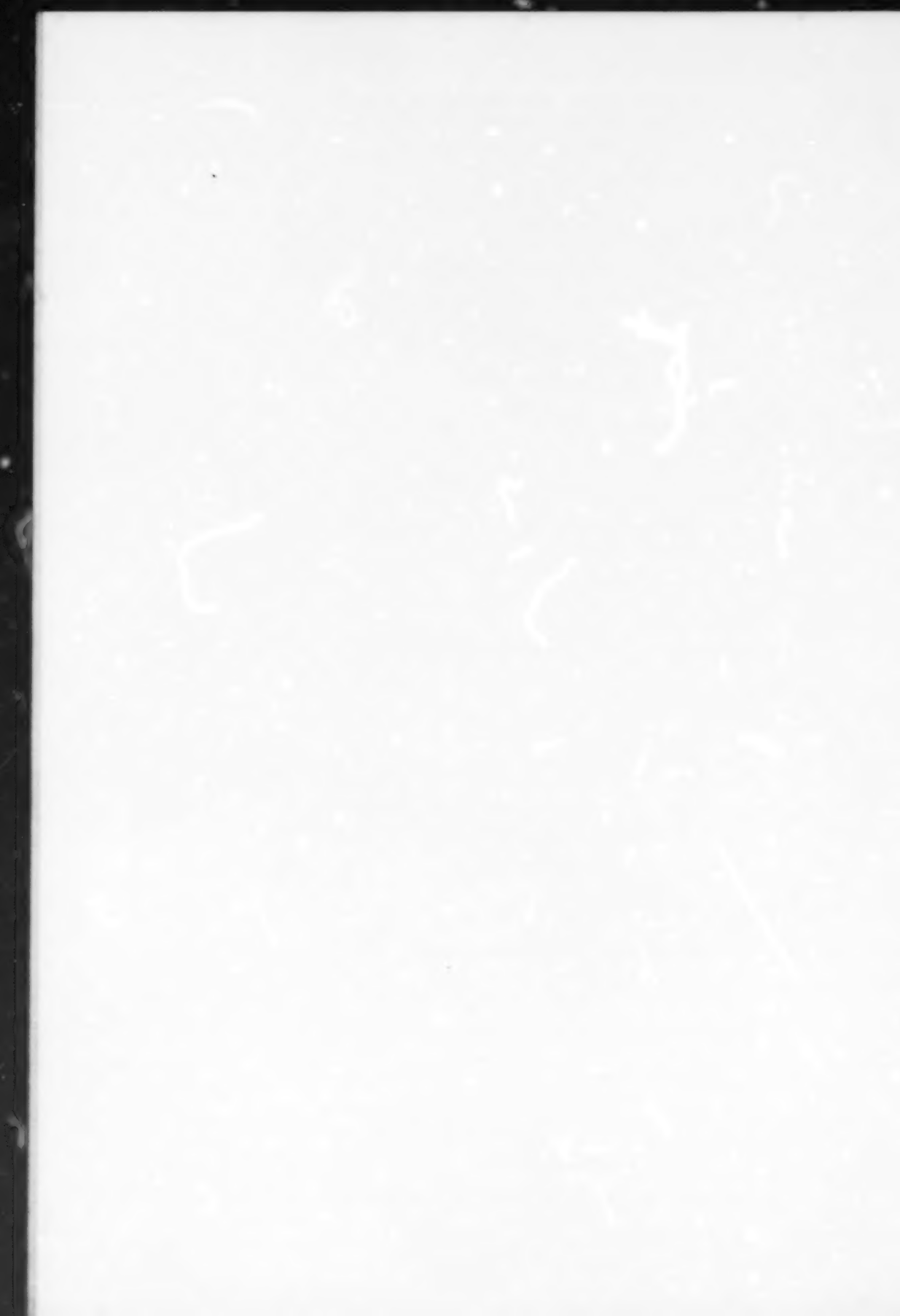
Activity Report—Development Regions
 Agricultural Industry Profile—Thompson-Okanagan
 Development Region
 B.C. Dynamic Interior—Thompson-Okanagan
 Development Region
 Cariboo Development Region Annual Report
 Cariboo Tourism—A Discussion Paper in Support of a
 Regional Strategy
 Co-ordinated Health Care Study—Northeast
 Educational Needs Study—West Kootenay
 International Aviation Study—Phase I—
 Mainland/Southwest Development Region
 Kootenay Development Region Activity Report
 Kootenay Development Region Manufacturers Directory
 Kootenay Prospects—Here to be Discovered
 Mainland/Southwest Development Region—Regional
 Profile
 Mainland/Southwest Regional Highlights
 Nechako Development Region Annual Report
 North Coast Development Region Annual Report
 North Coast Regional Health Plan
 North Coast Tourism Task Force Report
 Northeast Development Region Annual Report
 Preparing a Business Plan—Mainland/Southwest
 Development Region
 Proceedings of "Economic Development in
 Resource-Based Communities" Seminar—Northeast
 Regional Update—Northeast
 Regional Update—Thompson-Okanagan Development
 Region
 Regional Transportation Committee—Cariboo
 Report of the Transportation Task Force—Vancouver
 Island/Coast Region
 Small Business Start-Up Kit—Mainland/Southwest

Development Region
 Socioeconomic Impact Study of the North Loop
 Road—Nechako
 Special Report—Vancouver Island Economy Booming
 Sunshine Coast Wood Waste Study—Mainland/
 Southwest Development Region
 Thompson-Okanagan Development Region Annual Report
 Thompson-Okanagan Manufacturers Directory 1991
 Tourism Development Opportunities Strategy Summary
 Report—Kootenay
 Tourism Development Opportunities Strategy Final
 Report—Kootenay
 Tourism Opportunities Development Strategy Final
 Report—Thompson-Okanagan Development Region
 Towards a "Value Added" Future: Preliminary
 Report—North Coast
 Vancouver Island/Coast Annual Report—Canada's Far
 West Opportunity
 Wood Supply for Independent Specialty Mills, Conference
 Report, Vancouver Island/Coast Region Forestry Task
 Force
 Working Together Newsletter - Vancouver Island/Coast
 - April 1990
 - Thompson-Okanagan
 - June 1990
 - Kootenay
 - November 1990
 1991-1992 Action Plan—Mainland/Southwest
 Development Region

Other Publications

Access to Information Guidelines Project Report
 Aerospace Strategy for B.C. Opportunities Report
 Ministry Annual Report 1989-90
 B.C. Steel Mill Preliminary Market Study
 British Columbia Copper Smelter Opportunity
 Information Memorandum
 British Columbia Copper Smelter Opportunity Report
 British Columbia Electronics Opportunity Report
 British Columbia Steel Mini Mill Opportunity Information
 Memorandum
 British Columbia Steel Mini Mill Opportunity Report
 Business Service Catalogues (18)
 Business Opportunity on Your Doorstep Conference
 Brochures (17)
 Clayoquot Sound Sustainable Development Task Force
 Report
 Directory of Pharmaceutical Researchers in British
 Columbia
 Library Brochure
 Major Project Review Process Guidelines—updated
 Province of B.C., Canada: A Competitive Location for
 Manufacturing
 Provincial Programs to Support Environmental Initiatives

Review of Prospectus for Arbokem Inc. Flax Pulp Mill
Review of Prospectus for Celgar Pulp Mill Expansion
Review of Prospectus for Newstech Recycling Inc.'s
De-inking Plant
Sector Workshop Brochures (4)
Small Ship Cruising in British Columbia—Market Demand
and Performance
Strategy for Change—A Shipbuilding Report
Community Organization for Economic Development
(COED) Guidelines
Major Project Review Process Brochure
British Columbia Regional Index*



FISCAL ADDENDUM

FISCAL ADDENDUM

Ministry of Regional and Economic Development Appropriations and Expenditures, 1990-91

TOTAL VOTED APPROPRIATIONS \$83,344,829

EXPENDITURES BY VOTE AND SUB-VOTE:

MINISTER'S OFFICE

MINISTRY OPERATIONS

Administration and Support Services	\$11,665,628	
Economic Development	5,727,247	
Business Development	8,200,566	
Government Agents	21,766,820	
Regional Development	10,266,447	
Reserves for Doubtful Accounts	13,283,112	
Total Ministry Operations		\$70,909,820

ECONOMIC AND REGIONAL DEVELOPMENT SUBSIDIARY AGREEMENTS (ERDA)

Tourism Industry Development S.A.	\$1,469,952	
Small Business Incentives S.A.	9,536	
	141,154	
Total ERDA		\$1,620,642

STATUTORY EXPENDITURES

Mission Cyrus Corporation	\$2,250,000	
Industrial Development Incentive Act	53,200,000	
Industrial Development S.A. Loan		
Repayment Revolving Fund - Special Account	1,717,420	
Less Transfer to Industrial Incentive Fund	(53,200,000)	
Total Statutory Expenditures		\$3,967,420
TOTAL MINISTRY EXPENDITURES		\$76,796,966
UNEXPENDED FUNDS		<u>\$6,547,863</u>

TOTAL \$83,344,829

Notes to Appropriations and Expenditures

Unexpended funds are due to the provincial government's restraint program announced by the Minister of Finance and Corporate Relations on November 1, 1990.

The \$6.5 million in unexpended funds consists of:

- Approximately \$3 million within the ministry operations vote. That underexpenditure was largely due to the government restraint program, which resulted in expenditure reductions in such areas as:
 - administration and support services (communications);
 - business development (contributions and professional services); and
 - the Government Agents Branch (building occupancy).
- Approximately \$2.3 million within the Economic and Regional Development Subsidiary Agreements (ERDA) vote, which was a result of delays in previously approved projects and the winding down of the ERDA sub-agreements.
- \$1.2 million unexpended within the Industrial Development Subsidiary Agreement loan repayment revolving fund. This was mainly the amount that had been allocated as a bad debt allowance, but was subsequently not required during the year.

Ministry of Regional and Economic Development Full-time Equivalent (FTE) Employment, 1990-91

	FTEs
Minister's Office	3.3
Administration and Support Services	82.1
Economic Development Division	44.7
Business Development Division	54.7
Regional Development Division	37.2
Government Agents	<u>354.9</u>
Total	577.0
